

**BY ORDER OF THE SECRETARY
OF THE AIR FORCE**

AIR FORCE POLICY DIRECTIVE 10-3

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Operations

**OPERATIONAL UTILIZATION OF THE
AIR RESERVE COMPONENT FORCES**

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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(Lt Gen Mark C. Nowland)

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This directive implements policy regarding the operational utilization of the Air Reserve Components, which are comprised of the Air Force Reserve and the Air National Guard. This publication is consistent with: Title 10 United States Code, **Chapters 1003**, 1005, 1007, 12301, 12302, 12304, and 1211; Title 32 United States Code; Department of Defense Directive 1200.17, *Managing the Reserve Components as an Operational Force*, and Department of Defense Instruction 1235.12, *Accessing the Reserve Components*. This directive applies to the Total Force, which includes all Air Force military personnel, in the Regular Air Force and in the Air Reserve Components, as well as Air Force civilian personnel.

Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with Air Force Manual 33-363, *Management of Records*, and disposed of in accordance with Records Disposition Schedule in the Air Force Records Information Management System. Refer recommended changes and questions about this directive to the Office of Primary Responsibility using Air Force Form 847, *Recommendation for Change of Publication*; route Air Force Form 847s from the field through the appropriate functional chain of command.

SUMMARY OF CHANGES

This directive has been significantly revised and should be reviewed in its entirety.

1. Overview. The Air Reserve Components provide operational capabilities while maintaining readiness to ensure sufficient strategic depth to meet United States military requirements across the range of military operations. Managing the Air Reserve Components as an operational force is a necessity in an era of persistent conflict and global engagement. Air Reserve Components operational utilization data collection directly supports planning and decision-making at all levels. The ability to analyze this data enables optimal and sustainable use of all Air Force component's resources and personnel.

1.1. Definition of Air Reserve Component operational utilization. Air Reserve Component operational utilization includes any authorized use of the Air Reserve Component allowed by statute, regulation and policy, including operational missions assigned in whole or part to the Air Reserve Component. It includes the use of the Air Reserve Component to carry out strategic, operational, tactical, service, training or administrative missions, even when such use is incidental to Air Reserve Component training. Except when such support is provided while in a State Active Duty (or Militia) status, Air Reserve Component operational utilization encompasses support provided to federal agencies and to state, local and foreign governments, including: Defense Support of Civil Authorities under the national response framework; military training support provided to foreign nations pursuant to Title 22 United States Code; support provided to the State Partnership Program administered by the National Guard Bureau; and support provided in response to United States Government Interagency requests.

1.2. Air Reserve Component operational utilization requirements shall be categorized in an operationally-oriented requirements framework and then prioritized, in order to inform the Planning, Programming, Budgeting, and Execution process and resourcing decisions. The five categories are:

1.2.1. Combatant Commander Operations: Air Reserve Component operational utilization to meet Combatant Commander operational requirements documented in the Global Force Management Allocation Plan or other Combatant Commander assigned force demand (e.g., United States Transportation Command day-to-day taskings to Air Forces Transportation), including Combatant Commander requirements for deployed and assigned forces ("employ-in-place requirements").

1.2.2. Combatant Commander Directed Training: Air Reserve Component utilization for Combatant Commander sponsored exercises.

1.2.3. United States Air Force Service Operations: Air Reserve Component operational utilization for Air Force operational support requirements that are not specifically covered in Global Force Management Allocation Plan.

1.2.4. United States Air Force Service Training: Air Reserve Component operational utilization for support of Air Force service-directed exercises and war games.

1.2.5. Outside Agency Generated Requirements: Air Reserve Component operational utilization for requirements generated outside of the Air Force to include reimbursable missions performed by the Air Reserve Component, including support to other military branches and to other Department of Defense and non-Department of Defense agencies.

2. Policy. All components of the Air Force will:

2.1. Balance Air Reserve Component operational utilization requirements with the need to maintain depth of Air Reserve Component strategic force employment requirements to support National Military Strategy across the full range of military operations.

2.2. Ensure all three component stakeholders have capability and information to accurately assess supply and demand of Air Reserve Component forces in each career field, functional area, and theater within a specified timeframe to inform requests for Air Reserve Component operational utilization.

2.2.1. Efficiently submit, monitor and manage Air Reserve Component operational utilization requirements.

2.2.2. Monitor the mission and resource validation and funding status of all submitted Air Reserve Component operational utilization requirements.

2.2.3. Locate and use standard cost planning tools to calculate the Military Personnel Appropriation days and the necessary Operations & Maintenance costs for each Air Reserve Component operational utilization requirement (reference Air Force Instruction 65-503).

2.3. Ensure that Regular Air Force and Air Reserve Component plans, programs, budgets and Total Force association agreements collectively document all projected Air Reserve Component operational utilization.

2.3.1. All three components will agree on the Air Reserve Component operational utilization demand before submitting target resource levels to the Planning, Programming, Budgeting and Execution process.

2.3.2. The Air Reserve Component organizations will ensure the operational utilization requirement can be met with projected Air Reserve Component forces without undue risks to strategic reserve commitments.

2.4. Ensure that Air Reserve Component operational utilization is considered across the full spectrum of missions at home and abroad in providing operational capabilities according to National Defense Strategy, Defense Planning Guidance, Air Force management plans, and operational requirements.

2.4.1. To the extent practicable, ensure unit integrity is maintained, to include unit leadership positions when Air Reserve Component units are utilized to fulfill operational requirements.

2.4.2. Prepare Air Reserve Component units and personnel to meet enduring, rotational, pre-planned and emergent requirements.

2.4.3. Ensure the Total Force and non-federalized National Guard forces, through coordination with the National Guard Bureau, have capabilities useful for domestic disaster response and are utilized in accordance with applicable Federal and State rules.

2.5. Leadership will ensure that Air Reserve Component forces meet operational readiness requirements identified by the President, the Secretary of Defense, and the respective Adjutant Generals.

2.5.1. Seek training opportunities for the Air Reserve Component that may complement operational missions thereby benefitting both the Air Reserve Component and the Regular Air Force.

2.6. Ensure projected Air Reserve Component operational utilization is considered when performing the Office of the Secretary of Defense mandated periodic rebalancing of Regular Air Force and Air Reserve Component force structure and individual skill inventories to meet full spectrum operations while moderating excessive utilization of any part of the Total Force. Such rebalancing shall result in a force mix that considers projected supply and demand of Air Reserve Component forces for operational utilization above strategic reserve requirements.

2.6.1. To the extent practicable, align force structure and ensure sufficient depth of Air Reserve Component unit and individual capabilities to meet established Department of Defense force utilization goals for frequency and duration of units and individuals.

2.6.2. Integrate Regular Air Force and Air Reserve Component missions and personnel to the greatest extent practicable and permissible by law, including the use of cross-component assignments, both Regular Air Force to Air Reserve Component and Air Reserve Component to Regular Air Force.

2.6.3. Develop continuum of service constructs that facilitate and sustain the all-volunteer force and the willingness of individuals to serve.

2.7. Ensure Air Reserve Component forces are considered as the Air Force identifies units and individuals to align with mission requirements generated by Combatant Commanders, including emergent requests for forces.

2.8. Develop and sustain a three-component community of interest to coordinate plans and efforts of information technology data systems owners that support any portion of the Air Reserve Component utilization cycle or Air Reserve Component operational utilization analytics. The community of interest will facilitate the development of data architectures, information exchange standards and data sharing agreements that facilitate the integration and exchange of data between all information systems that support the Air Reserve Component utilization cycle.

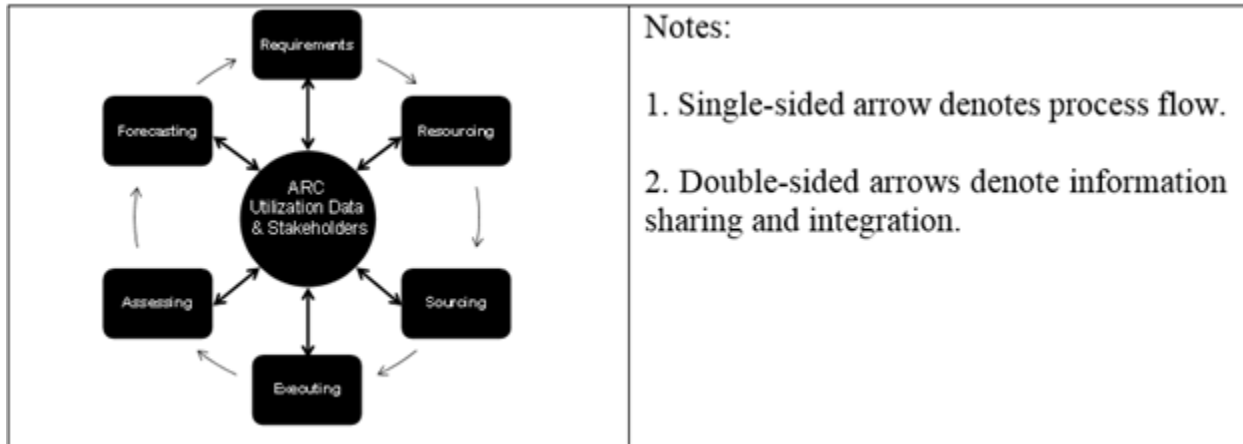
2.9. Collaborate regularly to accomplish the duties and responsibilities delineated in this directive.

3. Concurrent Fielding of Equipment. All three components will plan and implement concurrent and proportional fielding, modernization, recapitalization, and retirement of equipment, technology and legacy platforms among components. Effective implementation requires concurrent fielding, not recapitalization by cascading older equipment to the Air Reserve Component. Compliance with Department of Defense Instruction 1225.06, *Equipping the Reserve Forces*, will aid in preparation for future conflicts with more advanced adversaries.

4. The Air Reserve Component Utilization Cycle. The Air Reserve Component Utilization Cycle is the six-step process model for managing Air Reserve Component operational utilization. In order to optimally leverage Air Reserve Component operational capabilities, Air Force stakeholders should have a shared common understanding of, and adhere to, the Air Reserve Component Utilization Cycle (Figure 1). During this cycle, information flows back and forth

between the Headquarters Air Force, Major Commands, Component staffs, and other stakeholders that require Air Reserve Component support. The six-step processes, depicted in Figure 1 and described below, represent the sequence of events for operational utilization of the Air Reserve Component.

Figure 1. The Air Reserve Component (ARC) Utilization Cycle.



4.1. Requirements. Identify full mission requirement for Air Reserve Component operational utilization by collecting, tracking, organizing relevant data and prioritizing requirements.

4.2. Resourcing. Allocate funding resources for Military Personnel Appropriations days and the associated Operations and Maintenance costs. These costs encompass Reserve, Guard, and Regular Air Force appropriations and reimbursable costs to help identify, categorize, and prioritize mission requirements.

4.3. Sourcing. Match validated and funded mission requirements with Air Force Reserve Command/Air National Guard units and/or personnel to meet the requirements.

4.4. Executing. Initiate actions for obtaining orders to transition Air Reserve Command members to a military status, transport Air Reserve Component members to duty locations, execute Air Reserve Component operational utilization requirements, and finalize required documentation to complete the orders.

4.5. Assessing. Use data from multiple sources to evaluate the efficacy of each Air Reserve Component Utilization Cycle steps and assess trends in operational utilization of the Air Reserve Component.

4.6. Forecasting. Identify future operational requirements, changes in policy and public law, and any other factors that may affect the projected operational utilization of the Air Reserve Component. Utilize the forecasts to improve planning, programming, budgeting, force structure, policies and other force shaping influences to Air Reserve Component operational utilization.

5. Roles and Responsibilities.

5.1. Air Reserve Component Utilizing Organizations:

5.1.1. Where appropriate, integrate Air Reserve Component capabilities to meet current operational requirements while preserving and retaining the strategic depth of the Air Reserve Component.

5.1.2. Periodically provide the Headquarters Air Force Deputy Chief of Staff for Operations a categorized and prioritized list of projected Air Reserve Component operational utilization requirements.

5.1.3. Identify enduring Air Reserve Component operational utilization requirements and projections, which are those missions reasonably expected to be performed in whole or in part by the Air Reserve Component through the Future Year Defense Plan and beyond, then submit requirements to the Headquarters Air Force, Deputy Chief of Staff for Operations.

5.1.4. Ensure that the annual Air Reserve Component Utilization Projection, setting forth how the Air Reserve Component will be utilized to meet Total Force requirements and be accounted for in the Planning, Programming, Budgeting and Execution process, is aligned with command priorities and resource-informed.

5.2. Air Force Reserve Command:

5.2.1. Recruit, train and provide combat-ready units and qualified personnel to deliver mission capabilities to meet national military strategy and ongoing Air Force operational utilization requirements.

5.2.2. Manage the requirements, resourcing, sourcing and execution of enduring missions that have been assigned in whole or part to Air Force Reserve Command (e.g., weather, reconnaissance).

5.2.3. Review and assess Air Force Reserve Command's capability to support identified mission requirements and source Reserve units and personnel to meet projected requirements.

5.2.4. Review and monitor the training, readiness and safety of Air Force Reserve units and personnel.

5.2.5. Provide data and analysis as required to the Headquarters Air Force, Deputy Chief of Staff for Operations, Assistant Secretary of the Air Force for Manpower and Reserve Affairs and other stakeholders to collaboratively assess trends in force employment and operational utilization of Reserve personnel.

5.3. Air National Guard Readiness Center:

5.3.1. Recruit, train and provide combat-ready units and qualified personnel to deliver mission capabilities to meet National Military Strategy and ongoing Air Force operational utilization requirements.

5.3.2. Manage the requirements, resourcing, sourcing and execution of enduring operations or missions (e.g., Aerospace Control Alert) that are undertaken by the Air National Guard in accordance with 32 United States Code 502(f)(2)(A). Such operations or missions must be at the request of the President or Secretary of Defense.

5.3.3. Review and assess Air National Guard capability to support identified mission requirements and source Air National Guard units and personnel to meet projected requirements.

5.3.4. Review and monitor the training, readiness and safety of Air National Guard units and personnel. Gaining Major Commands share this responsibility.

5.3.5. Provide data and analysis as required to the Headquarters Air Force, Deputy Chief of Staff for Operations, Assistant Secretary of the Air Force for Manpower and Reserve Affairs and other stakeholders to collaboratively assess trends in force employment and operational utilization of Guard personnel.

5.4. Headquarters Air Force, Deputy Chief of Staff for Operations:

5.4.1. Manage Air Reserve Component operational utilization requirements by collecting data and categorizing and prioritizing those requirements with cross-functional coordination at all levels. Serve as the point of contact for all non-AF organizations requiring Air Reserve Component support.

5.4.2. Assess Air Reserve Component operational utilization requirements against commanders' mission priorities.

5.4.3. Compile Air Reserve Component operational utilization requirements to be included in the annual Air Reserve Component Utilization Plan. Use the Air Reserve Component Utilization Plan, and reports derived from it, to inform leadership, resource managers and other stakeholders during the Planning, Programming, Budgeting and Execution process.

5.4.4. Stand up and sustain in Headquarters Air Force, Deputy Chief of Staff for Operations an Air Reserve Component Requirements Cell to facilitate improved processes, policies, information systems, and infrastructure, to compile data, and to perform analytics that support improved utilization and visibility of the Air Reserve Component.

5.4.5. Develop, communicate and apply a standardized weighting methodology to prioritize Air Reserve Component operational utilization requirements.

5.4.5.1. Provide the prioritized list of Air Reserve Component operational utilization requirements to the Air Force Corporate Process and all affected appropriation managers to inform execution year plans, the President's Budget, the Program Objective Memorandum, and Planning Choices.

5.4.6. The Headquarters Air Force, Deputy Chief of Staff for Operations will be the original classification authority for compilations of Air Reserve Component operational utilization data.

5.5. Deputy Chief of Staff, Manpower, Personnel, and Services:

5.5.1. Collaborate with Assistant Secretary of the Air Force for Manpower and Reserve Affairs, Headquarters Air Force, Deputy Chief of Staff for Operations, Air Force Reserve Command, Air National Guard and other stakeholders to share the data and analysis required to monitor trends in overall employment of the Total Force.

5.6. Assistant Secretary of the Air Force for Manpower and Reserve Affairs:

5.6.1. Monitor trends in overall employment of the Air Reserve Component using appropriate data from all components.

5.6.2. Monitor trends in operational utilization of the Total Force using appropriate data from all components.

6. Command jurisdiction for non-mobilized Air National Guard units. Command jurisdiction for non-mobilized Air National Guard units is vested in the governor of the state, commonwealth, or territory, or in the case of the District of Columbia, the President of the United States. Communications to, and within, the National Guard Bureau on matters pertaining to Air National Guard units will be coordinated through the Air National Guard Readiness Center. Operational control of non-mobilized Air National Guard unit forces operating in Title 10 United States Code status is vested in the Combatant Commander of assignment, unless otherwise directed by Secretary of Defense.

7. Applicability of Air Force guidance to the Air Reserve Component. In some cases, Air Force policy directives and instructions will not be applicable to Air Reserve Component units in non-activated status. Applicability of such guidance to the Air Reserve Component is determined by the approving authority of the respective policy and in conjunction with the Director of the Air National Guard (NGB/CF) and the Office of the Chief of the Air Force Reserve (AF/RE).

HEATHER WILSON
Secretary of the Air Force

Attachment 1

GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

References

Title 10 United States Code, **Chapters 1003**, 1005, 1007, 12301, 12302, 12304, and 1211

Title 32 United States Code

Department of Defense Directive 1200.17, *Managing the Reserve Component as an Operational Force*, 29 October 2008

Department of Defense Instruction 1235.12, *Accessing the Reserve Component*, 7 June 2016

Air Force Manual 33-363, *Management of Records*, 1 March 2008 (incorporating Change 2, 9 June 16)

Air Force Instruction 65-503, *United States Air Force Cost and Planning Factors* (Incorporating Change 1, 23 February 2017)

AF Form 847, *Recommendation for Change of Publication*, 21 July 2016

Title 22 United States Code

Department of Defense Instruction 1225.06, *Equipping the Reserve Forces*, 16 May 2012

Joint Publication 1-02, *Department of Defense Dictionary of Military and Associated Terms*, 8 November 2010

Joint Publication 3-0, *Joint Operations*, 17 January 2017

Terms

Air Reserve Component operational utilization— Any authorized use of the Air Reserve Component allowed by statute, regulation and policy, including operational missions assigned in whole or part to the Air Reserve Component. It includes the use of the Air Reserve Component to carry out strategic, operational, tactical, service, training or administrative missions, even when such use is incidental to Air Reserve Component training. Except when such support is provided while in a State Active Duty (or Militia) status, Air Reserve Component operational utilization encompasses support provided to federal agencies and to state, local and foreign governments, including: Defense Support of Civil Authorities under the national response framework; military training support provided to foreign nations pursuant to Title 22 United States Code; support provided to the State Partnership Program administered by the National Guard Bureau; and support provided in response to United States Government Interagency requests.

Air Reserve Component utilization cycle— The continuous loop, six-step Air Force process model for managing Air Reserve Component operational utilization. The steps are: requirements, resourcing, sourcing, execution, analysis and forecasting. The process is supported by a core of information that is shared by stakeholders supporting the six steps.

Air Reserve Component Utilizing Organization—Any organization that engages in Air Reserve Component operational utilization, as defined in this directive.

Air Reserve Component Utilization Projection— Report compiled annually to address how the Air Reserve Component will be utilized to meet total force requirements and be accounted for in the Planning, Programming, Budgeting and Execution process.

Command— The authority that a commander in the Armed Forces lawfully exercises over subordinates by virtue of rank or assignment. Command includes the authority and responsibility for effectively using available resources and for planning the employment of, organizing, directing, coordinating, and controlling military forces for the accomplishment of assigned missions. It also includes responsibility for health, welfare, morale, and discipline of assigned personnel. [Joint Publication 1-02]

Combatant Commander— A commander of one of the unified or specified combatant commands established by the President. [Joint Publication 1-02]

Mission— The act of accomplishing a task or objective pertaining to any of the following: 1) a Title 10 Air Force service mission responsibility; 2) Secretary of Defense directed Air Force support to a Combatant Commander; 3) Combatant Commander, Chairman, Joint Chiefs of Staff, Air Force Component-Major Command, Air Force Component-Numbered Air Force, Execution order; or 4) as stated in the Air Force, Major Command or unit mission directive.

Mobilization— The process by which the Armed Forces or part of them are brought to a state of readiness for war or other national emergency. This includes activating all or part of the Air Reserve Component, as well as assembling and organizing personnel, supplies, and materiel. [Joint Publication 1-02]

Operations—Military actions or the carrying out of strategic, operational, tactical, service, training or administrative military missions. [Joint Publication 3-0]

Regular Air Force— The component of the Air Force that consists of persons whose continuous service on active duty in both peace and war is contemplated by law, and of retired members of the Regular Air Force. [10 United States Code §8075]